



## OHIO STATE ATHLETICS

Fawcett Center | 2400 Olentangy River Rd. | Columbus, Ohio 43210

**DATE:** August 1, 2012

**TO:** Urban Meyer, Head Coach, Football

**FROM:** Eugene D. Smith, Associate Vice President & Director of Athletics

**SUBJECT:** Performance Review – FY 2012

This letter serves to reaffirm the discussion we had on Wednesday July 25<sup>th</sup>, 2012. As discussed, you handled the transition into the athletic department and oversight of the football program as well as I could have expected. You did an outstanding job.

Consistent with what we discussed in February 2012 regarding expectations, you have done an exceptional job in all areas – Communications, Personnel Mgt, Compliance, Life Skills, Budget Mgt, Media Relations, Coaching, Recruiting, Academics, One University, Community Engagement, Development, Football Alumni, and Respect for Traditions.

Your communications with me in particular is exceptional. Besides the obvious, the discussions we had in our joint meeting with the Big Ten Commissioner in Chicago last week should give us comfort considering how we operate. Communication is critical, and I appreciate your continued attention to this. I must point out the way in which you handled the personnel issues in the transition. As discussed, you managed that perfectly. The humanistic and sensitive approach engendered significant respect from the entire 350 employees in the department. As you move forward in possibly dealing with the two individuals we discussed, please be sure to engage me as I can certainly assist. Lastly, I must point out my appreciation for how you responded to my special coaches meeting. For you to adjust at your own suggestion, and have your entire staff there when you had my permission to miss, was impressive and did not go unnoticed with other coaches.

I look forward to our continued growing relationship and assisting you with your personal and professional goals. Again, congrats on a great transition!!!!



**Department of Athletics  
Head Coach  
Performance Review**

**Employee:** Thad Matta

**Job Title:** Head Coach

**Sport:** Men's Basketball

**Manager:** Miechelle Willis

**Date of Review:** June 28, 2012

**Instructions**

The performance review is one phase of the Performance Management process. Each full-time employee of the Department of Athletics will participate in a performance review at least once a year. Each of the three sections of the review needs to be completed. Managers must include comments to provide additional information and clarification in each section. Comments may include an overview of the performance, or cite specific examples, and should include plans to strengthen effectiveness.

The performance review will be discussed with the employee and the employee has the opportunity to add their comments to the review. Managers have the opportunity to incorporate other techniques into the performance review including peer reviews or other sources of feedback.

Once the employee and manager have signed the review document it needs to be forwarded to the area's administrator for review. All completed reviews must be turned in to Athletics Human Resources by July 2nd.

Employees will be given ratings for each of the listed performance areas according the following rating scale:

|                             |  |
|-----------------------------|--|
| Exceeds Expectations        | Work performance and results are consistently above expectations. Fulfills all responsibilities. Consistently meets and exceeds all goals and achieves desired results.<br>Few improvements are needed.  |
| Proficient                  | Attains required expectations. Expected results are consistently met. The contribution to the department is that expected of a fully qualified and experienced employee.<br>Employee is well placed in their position.                               |
| Opportunity for Improvement | Performance does not consistently meet expectations and requirements. Meets some of the important requirements, but performance falls short of fully achieving expectations. Manager needs to clarify how employee can improve to meet expectations. |

### Section One

This section is designed to make the performance review "position specific" by listing, in order of importance, the major responsibilities of the position being reviewed. Rate the employee's performance on each essential function as:

- **Exceeds Expectations**
- **Proficient**
- **Opportunity for Improvement**

Use the comments area of Section 1 to provide details on the ratings.

| Description of the key job responsibilities   | Rating                 |
|---|------------------------|
| Recruiting and developing student-athletes capable of being athletically and academically successful at Ohio State.           | Exceeds Expectations ▼ |
| Teach skills and develop strategies for the program, motivating student-athletes towards conference/national competitiveness. | Exceeds Expectations ▼ |
| Direct and manage all aspects of the basketball program, compliant with university, Big Ten and NCAA rules.                   | Proficient ▼           |

### **Comments**

#### **Areas in which job performance has been significantly above expectations:**

Thad recruits young men who excel at an elite level athletically, are able to balance the academic rigors of the university and possess quality character.

#### **Opportunities for improvement:**

#### **Other comments:**

## Section 2

Employees should be rated on each statement in the performance areas listed below. In addition to the ratings, managers must provide comments to elaborate on ratings, provide examples, or address other areas in each category. Rate the employee's performance on each function as:

- **Exceeds Expectations**
- **Proficient**
- **Opportunity for Improvement**
- **Not Applicable** (Used when a particular statement does not apply to the employee.)

### **Competitive Success of Program**

|   |                        |
|---|------------------------|
| Team Finish in conference championship                            | Exceeds Expectations ▼ |
| Team qualified, competed in NCAA Tournament                       | Exceeds Expectations ▼ |
| Student-athletes earn conference, regional or national honors     | Exceeds Expectations ▼ |
| Commitment to continuous quality program improvement              | Exceeds Expectations ▼ |
| Displays knowledge and teaching ability of skills and techniques  | Exceeds Expectations ▼ |
| Stays informed of modern coaching trends, tactics and strategies  | Exceeds Expectations ▼ |
| Demonstrates preparation for opponents                            | Exceeds Expectations ▼ |
| Implements appropriate conditioning program for all team members  | Exceeds Expectations ▼ |
| Exercises appropriate professional behavior during events         | Exceeds Expectations ▼ |
| Recruits athletes capable of academic and athletic success at OSU | Exceeds Expectations ▼ |
| <b>Overall rating: Competitive Success of Program:</b>            | Exceeds Expectations ▼ |

### **Comments**

31-8 Overall, 13-5 Big Ten (1st). Advanced to the NCAA Final Four. Big Ten Defensive player of the Year. Player selected first team All-Big Ten, first team All-American. Coached team to third consecutive Sweet 16 appearance.

### **Compliance & Personal Conduct**

|  |                        |
|--|------------------------|
| Demonstrates proper knowledge, understanding and adherence to NCAA, Big Ten and University rules and regulations | Exceeds Expectations ▼ |
| Creates a strong compliance environment through leadership and development to student-athletes                   | Proficient ▼           |
| Cooperates with and is responsive to compliance staff, reports known violations                                  | Exceeds Expectations ▼ |
| Asks questions when unsure   | Exceeds Expectations ▼ |
| Maintains timely and complete reporting of required forms  | Exceeds Expectations ▼ |
| Attends coaches meetings   | Proficient ▼           |
| Sets and achieves high personal standards of performance   | Proficient ▼           |
| Acts with integrity and personal accountability  | Proficient ▼           |
| <b>Overall rating: Compliance &amp; Personal Conduct:</b>  | Proficient ▼           |

### **Comments**

Works very well with compliance staff. Forms are completed and submitted timely.

### **Academics**

|   |                        |
|---|------------------------|
| Academic success of team and individual student-athletes                            | Proficient ▼           |
| Cooperates and works well with SASSO staff  | Exceeds Expectations ▼ |
| Creates environment that encourages student-athletes to graduate/complete degrees   | Exceeds Expectations ▼ |
| Keeps track of student-athletes' progress (e.g. APR, quarterly grades, study table) | Exceeds Expectations ▼ |
| <b>Overall rating: Academics:</b>   | Exceeds Expectations ▼ |

### **Comments**

3 OSU Scholar-Athletes. First player selected CoSIDA Academic All-American since 1968. Player recipient of NCAA Elite 89 Award. Team has achieved above national average APR score for third consecutive year.

**Student-Athlete Welfare**

|  |                               |
|--|-------------------------------|
| Communicates and interacts effectively with student-athletes, and is available to discuss student-athletes' concerns or problems | Exceeds Expectations ▼        |
| Provides positive motivation and uses positive training procedures   | Exceeds Expectations ▼        |
| Assures student-athlete participation in SAAB and life skill programs  | Opportunity for Improvement ▼ |
| Holds student-athletes accountable to exhibit proper behavior and sports like conduct  | Exceeds Expectations ▼        |
| Emphasizes and communicates team rules   | Exceeds Expectations ▼        |
| Disciplines student-athletes appropriately, effectively, and consistently  | Exceeds Expectations ▼        |
| Actions reflect a concern for student-athletes' safety at all times  | Exceeds Expectations ▼        |
| Helps student-athletes set personal goals and reach potential  | Exceeds Expectations ▼        |
| Effectively deals with parents and parental issues or concerns   | Exceeds Expectations ▼        |
| Develops good team spirit and morale   | Exceeds Expectations ▼        |
| <b>Overall rating: Student-Athlete Welfare:</b>  |                               |
|  | Exceeds Expectations ▼        |

**Comments**

Thad clearly communicates expectations of performance and behavior to his athletes. They are comfortable approaching him with any issues or concerns that they may have. The same applies to the parent of his student-athletes.

**Program Management and Administration**

|   |                        |
|---|------------------------|
| Program stays within established budget   | Proficient ▼           |
| Effectively manages assistants and staff, provides ongoing coaching and feedback  | Proficient ▼           |
| Appropriately mentors assistant coaches and provides opportunities for development  | Exceeds Expectations ▼ |
| Is involved with NCAA, conference and other professional organizations  | Proficient ▼           |
| Fosters effective relationships and coordination with support areas (Medical Services, Equipment, Business Office, Athletic Communications, etc.) | Exceeds Expectations ▼ |
| Appropriately responds to administration requests   | Exceeds Expectations ▼ |
| Demonstrates a pre-planning ability to anticipate and meet deadlines  | Proficient ▼           |
| Keeps sport administrator informed of pertinent program-related issues  | Proficient ▼           |
| <b>Overall rating: Program Management and Administration:</b>   |                        |
|   | Proficient ▼           |

**Comments**

All areas supporting this program share that Thad and his staff is very easy to work with. He is responsive to requests made by support areas. Program has exceeded its budget, but the majority of the overage is in the area of recruiting, which was approved prior to transportation taking place.

**Public Relations**

|  |                        |
|--|------------------------|
| Fosters successful relationships with donors and boosters                                | Exceeds Expectations ▼ |
| Actively participates in development/donor activities and fundraising events             | Proficient ▼           |
| Develops positive relationships with alumni  | Exceeds Expectations ▼ |
| Actively collaborates and contributes in marketing/fan experience meetings               | Proficient ▼           |
| Works to increase awareness and support of the sport and OSU (e.g. speaking engagements) | Proficient ▼           |
| Exhibits effective communication skills and presents a positive image                    | Exceeds Expectations ▼ |
| Encourages team and staff to support other department sports                             | Proficient ▼           |
| Participates in community service events with team                                       | Proficient ▼           |
| <b>Overall rating: Public Relations:</b>   |                        |
|  | Proficient ▼           |

**Comments**

Participates in fund raising and marketing events when asked.

### Section 3

List the employee's goals for the **previous** year and review the level of accomplishment for each goal in the space below.

#### **2011 - 2012 Goals**

|    |  |
|----|--|
| 1  |  |
| 2  |  |
| 3  |  |
| 4  |  |
| 5  |  |
| 6  |  |
| 7  |  |
| 8  |  |
| 9  |  |
| 10 |  |

#### **Review of Goal Accomplishment:**

|  |
|--|
|  |
|--|

#### **Professional Development and Training Opportunities Completed:**

|  |
|--|
|  |
|--|

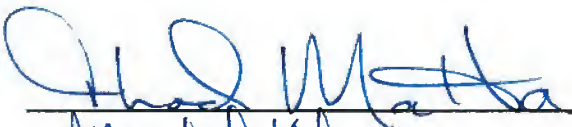

|                                    |                      |
|------------------------------------|----------------------|
| <b>Overall Performance Rating:</b> | Exceeds Expectations |
|------------------------------------|----------------------|

**\*All employees must have an overall performance rating for the year.**

**Overall Comments:**

Sustaining a high level of national competitiveness is a tribute to Thad's commitment to developing a program the right way. He has created a program that the department, University and alumni are proud to have as one of ours.

**Employee's Comments:**

|                               |   |              |         |
|-------------------------------|---|--------------|---------|
| <b>Employee Signature:</b>    |  | <b>Date:</b> | 6/28/12 |
| <b>Sport Admin Signature:</b> |  | <b>Date:</b> | 6/28/12 |
| <b>Athletics Director:</b>    |   | <b>Date:</b> |         |
| <b>HR Signature:</b>          |   | <b>Date:</b> |         |